



So Cal Green Growth Initiative

BACKGROUND

The Southern California Green Growth Initiative (So Cal Green) is a multi-strategy project led by the 11 Workforce Investment Boards (WIBs) of Ventura, Los Angeles, and Orange Counties. This collaborative project is facilitated by Pacific Gateway Workforce Investment Board and is aimed at studying the green economy and developing targeted strategies to help the Region's green segments expand and flourish.

FOCUSED SEGMENTS OF SO CAL GREEN

Segment 1: Energy Efficiency/Green Building

Opportunity presented by new construction and retrofit projects in the private and public sector that make existing buildings more efficient and introduce the application of new technologies.

Segment 2: Water and Waste Water

Water conservation, waste water treatment, desalination, and other regional opportunities that involve new technologies and efforts to make water more sustainable.

Segment 3: Energy Generation

Solar energy generation opportunities involving regional utilities, municipalities, and large and small businesses to promote the growth of this opportunity-rich green segment.

Segment 4: Transportation and Energy Storage

Opportunity in the development of batteries and energy storage systems related to alternative fuel vehicles, their manufacturing, application, and maintenance.

PHASE 1 - CLUSTER DIAGNOSTICS

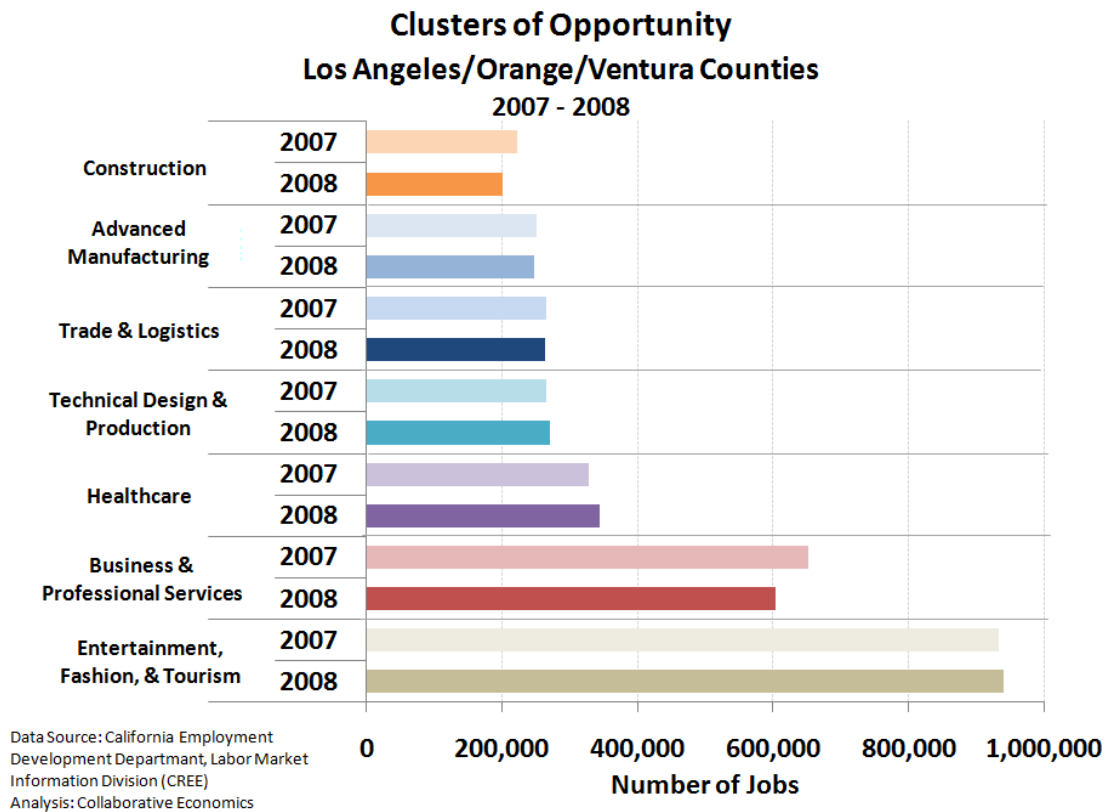
IDENTIFICATION OF REGIONAL INDUSTRY CLUSTERS OF OPPORTUNITY

Clusters of Opportunity were aligned along four of fifteen green economy segments present in Southern California. The four segments listed above were selected using three sources of information:

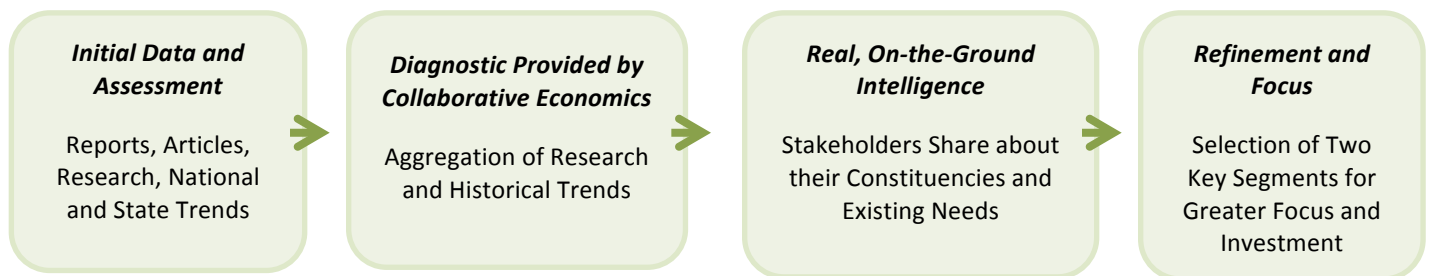
1. ***Initial estimates about the size and scope of existing regional clusters.*** Project leaders analyzed diagnostic information from various resources including California Employment Development Department Labor Market

Information, available reports and periodicals at the State, national, and regional level, and the Next 10 report. This identified six segments that met the criteria for size, concentration, and growth potential.

2. **Collaborative Economics Analysis.** This Analysis demonstrated point-in-time size and concentration of the green segments and their relationship to core economic segments of the region. This information validated the selection of some of the selected segments and highlighted the opportunity in new segments not originally identified.



3. **Real-time intelligence from WIBs, economic, and community college partners.** A Leadership Team of WIB directors, a community college partner, and economic development advisor assessed the information and selected the final four segments by answering three key questions: *What is the growth potential of these segments in our own service areas and the region collectively? What industry clusters are located and relevant to all 11 WIB areas? Where are the new opportunities to promote growth that we have not yet collaborated on?*



PHASE 2 – EMPLOYER ENGAGEMENT

ENGAGING EMPLOYERS TO DEVELOP CLUSTER ACTION PLANS

The employer engagement process helped identify distinct, immediate, and actionable opportunities among two green segments for greater focus of the four targeted. Employers and business leaders were engaged in developing a shared list of priorities and opportunities for growth in each industry segment. In the segments that had overlapping areas or economic segments, efforts focused on the projects in potential overlap areas. Using key data from employers and other stakeholders, So Cal Green partners developed a set of targeted strategies for each green economy segment. The Project further unfolded in strategic phases. Information was distributed through WIB and project partners, employers were engaged at trade shows and events, direct phone calls were made, and emails were sent to area businesses. Four separate employer engagement sessions were held throughout the region. Follow-up sessions were held with key partners, industry organizations, and major employers to assess the opportunity in each session. Employers, along with key stakeholders in each So Cal Green identified segment, attended meetings and regional forums to discuss and strategize issues pertinent to each cluster of opportunity:

	<u>AREA OF FOCUS</u>	<u>AREAS REPRESENTED</u>
June 2010	Cluster Diagnostics	Los Angeles, Orange, and Ventura Counties
September 2010	Water / Waste Water	Los Angeles, Orange, and Ventura Counties
	Energy Efficiency / Green Building	Los Angeles, Orange, and Ventura Counties
	Transportation / Energy Storage	Los Angeles and Orange Counties
	Energy Generation	Los Angeles, Orange, and Ventura Counties
October 2010	Water / Waste Water	Los Angeles, Orange, and Ventura Counties
	Energy Efficiency / Green Building	Los Angeles County
	Transportation / Energy Storage	Orange County
	Energy Generation	Los Angeles County
February 2011	Water / Waste Water	Los Angeles and Ventura Counties
March 2011	Water / Waste Water	Los Angeles, Orange, and Ventura Counties
April 2011	Water / Waste Water	Los Angeles County
	Transportation / Energy Storage	Los Angeles County
June 2011	Water / Waste Water	Los Angeles County
	Transportation / Energy Storage	Los Angeles County

PHASE 3 – STRATEGY DEVELOPMENT

Information gleaned during the Employer Engagement phase was shared at a leadership convening of regional WIBS, within local government (City of Long Beach), and to a consortium of community college deans working in workforce and technical education. This information was also assessed with Collaborative Economics. **Two segments stood out as having the most potential for growth: Water/Waste Water and Transportation / Energy Storage.** Under the auspices of these two sectors, So Cal Green became the vehicle through which to establish a new network of key water/waste water organizations and private-sector companies/employers, in partnership with a leading non-profit organization in the field - Generation Water. For the focus on Transportation and Energy Storage, So Cal Green partnered with the Los Angeles Economic Development Corporation around an electronic mobility initiative.

SEGMENT 1: Water / Waste Water

Generation Water, recipient and facilitator of a multi-million dollar regional innovation grant to provide leadership in the water segment, was identified as a natural partner in advancing this work. Regional meetings hosted by both organizations paved the way for large participation in several roundtable meetings, with

Collaborative Economics providing technical assistance. With over 40 employers and key stakeholders joining the effort, not only was a large group of entities at the table, but also subcommittees formed with key stakeholders as empowered leaders in their field of expertise. Employers and stakeholders in this segment included the following:

- Rainbird
- Valley Crest Landscape
- Los Angeles Conservation Corps
- Conservation Corps of Long Beach
- Beacon Management Group
- Los Angeles Harbor College
- City of Los Angeles
- United Auto Workers
- Eos Consulting
- Metropolitan Water District
- Stivers and Associates
- Green Tech Motors
- DriWater, Inc.
- Los Angeles Department of Water and Power
- The Green Plumber
- G3, The Green Gardens Group
- Toro Irrigation
- West Coast Arborists
- Earthflow Design Works

This work created a new, strategic approach that laid the groundwork for future efforts using leveraged resources beginning in July 2011. With the **goal of identifying and growing economic/job opportunities through the reduction of urban water usage**, three areas of opportunity are the focus of the project:

1. Economic and job growth in the use of / transition to ***water efficiency*** techniques among residents and businesses.
2. Job growth and training related to ***California-friendly landscaping***.
3. Economic growth through the innovative application of ***storm water capture strategies***.

Within these three areas, a number of distinct activities have been identified for implementation. Work has initiated and continues on the following:

1. ***Green Water Jobs Campaign*** – the launch and implementation of a campaign focused on green jobs in the water/waste water segment.
 - Develop a brand and argument for green jobs in the water segment that focuses on financial savings, job creation, and an environmental benefit.
 - Educate cities, purveyors, and landscapers on water efficiency, landscape, and low-impact development ordinances and compliance.
 - Recognize and showcase best practices through the public sector.
 - Convene a kickoff summit in the fall of 2011 to launch this campaign.
2. ***Water Industry Workforce*** – develop a workforce program that uses conservation and efficiency as a primary entry point focusing on the retiring water workforce.
3. ***Public Policy*** – change, advocate, and enforce public policy around public procurement, public sector as a best practice, decoupling of revenue from volumetric use, and program integration with the energy sector.

4. Entrepreneurship – support innovation and entrepreneurial efforts.

SEGMENT 2: Transportation and Energy Storage

Three regional initiatives have emerged and connected with So Cal Green to give action and movement in the transportation and energy storage segment:

- 1. LAEDC E-Mobility Task Force** – So Cal Green joined forces with the Los Angeles Economic Development Corporation around its membership driven E-Mobility Task Force. The Task Force and a broader range of organizations in Southern California is promoting pilot projects and job creation around an industry cluster concept related to the electrification of transportation in the region. The purpose of the Task Force includes: 1) development of a comprehensive blueprint on electric vehicle deployment, 2) maximization of plug-in adoption rates, 3) sustainability and Federal funding opportunities, and 4) foster and support job creation and investments in the segment. This open-membership entity aims to serve as a vehicle for establishing broad consensus around the development of workforce, industry, and policies driving green jobs to Southern California, engaging in a range of activities. A Memorandum of Understanding is in place that addresses the shared commitments to: 1) solidify a partnership leveraging financial and other resources around electric vehicles and energy storage, 2) create a sustainability model that allows for the continuation of strategies and activities identified, and 3) promote policy development in workforce and industry to drive green job creation.
- 2. Electric Vehicle Symposium** - Through a separate regional Innovation grant, community college partners and So Cal Green have been working with the Career Ladders Project on stakeholder sessions around alternative-fuel vehicles - in particular, large vehicles that tie back to trade and transportation corridors in Southern California. In June 2011, this group held a symposium - *The Future of Heavy Duty Electric Vehicles: A Green Conversation*. Partnership in this event helped So Cal Green project leaders identify clear opportunities within this field, and has initiated a discussion about So Cal Green's role in reconvening partners to identify and implement the strategies necessary to: increase efficiency in aligning job training efforts with emerging occupational needs through greater engagement of economic forecasters and employers; generate greater investment by all stakeholders in the development of cross industry needs, such as the need for public charging stations, incumbent training, and emphasis on local development and manufacturing.
- 3. Orange County GIST** – The Green Initiatives Strategic Tactic Plan (GIST) in Orange County is located near the largest seaport complex in the United States (the Ports of Los Angeles and Long Beach). These Ports are engaged in a major \$2 billion environmental initiative known as the Clean Air Action Plan. This initiative is seen in Orange County as a potential catalyst for many industries in the region to implement clean air technologies for goods movement. There are also plans for a major transit center in Anaheim for a California State high-speed rail project, which would present even greater opportunities in the area of alternative fuels and transportation. Through stakeholders meetings, So Cal Green continues to help identify emerging opportunities in Logistics and Transportation, Advanced Manufacturing, Tourism, Business and Professional Services, and Construction in support of the GIST Plan and RICO goals.

PHASE 4 - SUSTAINABILITY

LEVERAGING IMPLEMENTATION RESOURCES AND COMMITMENTS

In order to sustain and leverage financial and in-kind commitments with private, public, and other partners, So Cal Green has worked to align activities and strategy development with other initiatives that share some of the same goals. This supports assumptions that So Cal Green would be the springboard for building regional capacity to continue implementation of future work. Examples of this include leveraging resources under the Green Innovation Challenge Grant, future Federal resources from the U.S. and California Departments of Energy, and

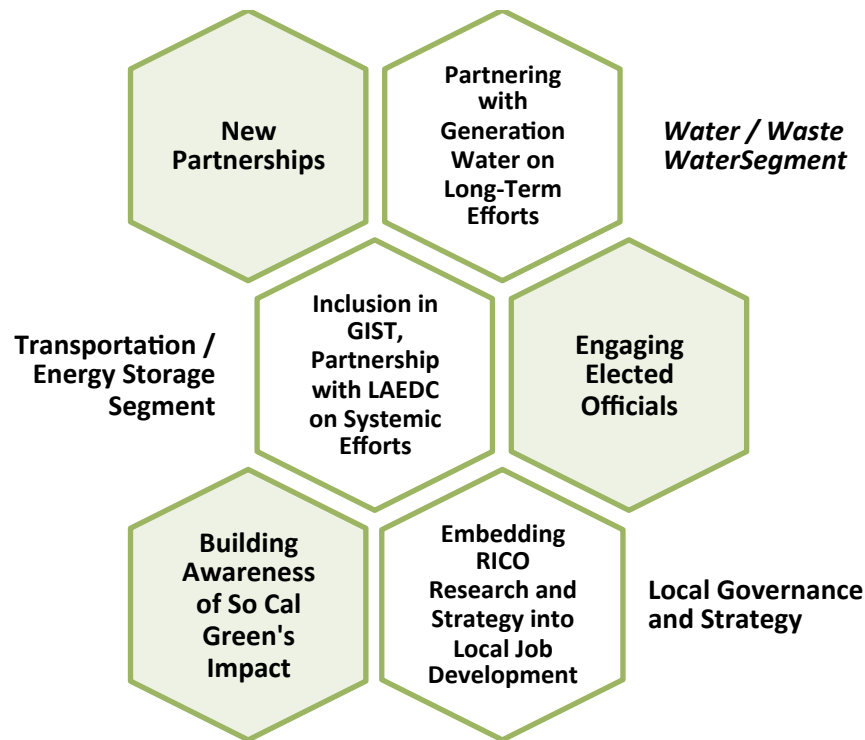
local opportunities through the City of Los Angeles and County of Orange. Community College partners have also played and will continue to play roles in training and workforce development, research and data analysis, as well as regional symposia and summits around each of the segments under So Cal Green.

Specifically, So Cal Green’s partnerships with LAEDC and Generation Water have aligned partners’ resources and fine-tuned strategies to make the best use of existing resources, and ‘package’ these partnerships for investment by private foundations and public funding opportunities. As such, So Cal Green has identified more than \$5 million of available funding that will be requested in the coming months to support regional activities.

ACHIEVING SUSTAINABLE SYSTEMS CHANGE

The RICO process has helped begin a change in the overall approach to workforce and economic development in the region. Within the water / waste water segment, new approaches to program design have set the stage for a large water campaign wrapped around and grounded in creating new and refilling existing jobs in the industry. The ultimate goal is to bring advanced levels of awareness in the sector and eventually produce a water workforce that is steeped in current sector initiatives and understanding. The engagement of employers in this process has been key. This inclusion of industry partners is meaningful, and will continue to be a central focus of all efforts which, in itself, represents a major change in tactic. The network of partners will grow further over the next six months with the addition of new resources, more support from leaders in the field and local elected officials and broader private sector support.

Interdependent Strategies to Cement Sustainable Systems Change



The transportation sector, too, is leading So Cal Green toward creating new program designs focusing on electric vehicles and energy storage through the establishment of agreements and systems that are aligned to support growth and development. Career Pathways strategies and investments in transportation / electric vehicles are a specific example of next-stage sustainability that will be prioritized. By August 2011, So Cal Green will convene

regional transportation / electronic vehicle symposia in Ventura and Orange Counties based upon the successful models implemented in Los Angeles County.

Working hand-in-hand with other regional groups with similar visions, leveraging resources and avoiding duplication of efforts is key to the success of the region in the wake of new transportation resources, legislation, infrastructure changes, and other key areas. Governing structures like those in Los Angeles have been linked to So Cal Green through a formal Memorandum of Understanding/Agreement that was put in place during the RICO project. This partnership established with the Los Angeles Economic Development Corporation has garnered wide support and sets the stage for implementation of transportation initiatives and the development of additional resources that impact job creation and job retention, development of the transportation infrastructure for electronic vehicles and energy storage, as well as awareness of the green value of expanding the sector among the larger regional audience.

Locally, the information and employer input gathered through the RICO process has had a solid and sustainable impact supporting local policy underway in Los Angeles, Long Beach, and in three counties.